Recruiting and Retaining the Military Veteran

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HR Collaborative

Military 101

Finding the Best

Retaining Your Veteran Workforce
Military 101-
The US Military- Your Military
The US Military - Your Military

- **US Army**
  - Main Ground Force for the US

- **US Navy**
  - Defends the Freedom of the Seas

- **US Marine Corps**
  - Specializes in Amphibious Operations

- **US Air Force**
  - Defends the U.S. in both Air and Space

- **US Coast Guard**
  - Maritime Safety, Security, and Stewardship
Value Proposition- Veteran Hiring

Why hire a Veteran? Patriotism and Awesome Talent

1. Accelerated Learning Curve
2. Leadership
3. Teamwork
4. Diversity and Inclusion in Action
5. Efficient Performance Under Pressure
6. Respect for Procedures
7. Technology and Globalization
8. Integrity
9. Conscious of Health and Safety Standards
10. Triumph over Adversity

Tax Incentives

There are specific tax credits available to employers that hire military veterans. 
The US Military- Your Military
<table>
<thead>
<tr>
<th>Rank</th>
<th>Description</th>
<th>Grades</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>O</strong></td>
<td>Commissioned Officers</td>
<td>Junior Officers O-1 through O-3; Sr. Officers O-4 through O-6; General Officers O-7 through O-10</td>
</tr>
<tr>
<td><strong>WO</strong></td>
<td>Warrant Officers</td>
<td>W-1 through W-5</td>
</tr>
<tr>
<td><strong>NCO</strong></td>
<td>Non-Commissioned Officers</td>
<td>In the Army, Marines and Air Force, grades of E-6 and above are considered Senior NCOs, while in the Navy and Coast Guard E-7 and above are Senior NCOs.</td>
</tr>
<tr>
<td><strong>E</strong></td>
<td>Enlisted</td>
<td>E-1 through E-9</td>
</tr>
</tbody>
</table>
General Target Populations for Military

- Skill sets, experience and education vary greatly within the military community so it is important to understand some generalities for different populations.

<table>
<thead>
<tr>
<th>Enlisted: E3-E4</th>
<th>Enlisted: E5-E7</th>
<th>Officers: O1-05</th>
<th>Colonel to Flag/General Officers</th>
</tr>
</thead>
<tbody>
<tr>
<td>3-6 years of service</td>
<td>5-10 years of service</td>
<td>4-22 years of service</td>
<td>Leaders, management, and team-building skills in an operations environment</td>
</tr>
</tbody>
</table>

**Key Attributes**

- Core set of military experiences, education and training
- Adhere to core set of values
  - Duty
  - Honesty
  - Loyalty
  - Teamwork
- Follow instructions
- Meet standards/deliverables
- Perform under pressure
- Think and act independently in the absence of their leader

- Leadership, management, and team-building skills in an operations environment
- Operations and problem solving experience
- Technology, logistics and fiscal/finance expertise
- Some have college degrees

- Operations and strategic planning experience
- Superior communications skills
- Decision-making,
- Public affairs
- Technology, logistics and fiscal/finance savvy
- College degrees from highly competitive programs (Service Academies, ROTC Scholarships)
- MBAs and other advanced degrees

**Entry Points**

- Operations: First line supervisors and managers in diverse fields

- Customer Service, Manufacturing, Telecommunications and IT, Sales, Accounting, Education, etc.

**Select Senior Roles**

- Operations Managers
- Sales Representatives
- Leadership Development Programs
- Analytical and Specialized Fields

Policy-Making, Defense Sector, Large-Scale Organization Expertise
Like any other culture, the Military has its unique values, norms, customs, traditions, languages, symbols and clothing. Being in the military is not just a job, it is a way of life.

The intangible bonds that are found in the military culture are built on:

– Loyalty
– Commitment
– Teamwork & cohesion with unit - Individualism is set aside for service.

The Military hierarchy is core to its structure - Rank is highly respected.

The military perspective is quite different in that it is considered a privilege to “belong to the military.”

**Military Culture**

Army - Loyalty, Duty, Respect, Selfless Service, Honor, Integrity, Personal Courage

Navy & Marine Corps: Honor, Courage, Commitment

Air Force: Integrity, Service before Self, Excellence

Coast Guard: Honor, Respect, Devotion to Duty
## Generic Military Education and Skill Set Matrix

| Years of service | 0  | 2  | 4  | 6  | 8  | 10 | 12 | 14 | 16 | 18 | 20 | 22 | 24 | 26 | 28 | 30 |
|------------------|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|

<table>
<thead>
<tr>
<th><strong>Enlisted</strong> (E1-E9) <em>high school diploma minimum</em></th>
</tr>
</thead>
<tbody>
<tr>
<td>Rank</td>
</tr>
<tr>
<td>E1-E4</td>
</tr>
<tr>
<td>E5-E6</td>
</tr>
<tr>
<td>E7-E8</td>
</tr>
<tr>
<td>E9</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Officer</strong> (O1-O6) <em>bachelors degree required</em></th>
</tr>
</thead>
<tbody>
<tr>
<td>Rank</td>
</tr>
<tr>
<td>O1-O2</td>
</tr>
<tr>
<td>O3</td>
</tr>
<tr>
<td>O4</td>
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<tr>
<td>O5</td>
</tr>
<tr>
<td>O6</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Warrant Officer</strong> (WO1-WO5) <em>bachelors degree required by year 13</em></th>
</tr>
</thead>
<tbody>
<tr>
<td>Rank</td>
</tr>
<tr>
<td>WO1</td>
</tr>
<tr>
<td>WO2</td>
</tr>
<tr>
<td>WO3</td>
</tr>
<tr>
<td>WO4</td>
</tr>
<tr>
<td>WO5</td>
</tr>
</tbody>
</table>

**KEY**
- **IMT** - Initial Military Training (Basic and Technical skills-enlisted)
- **NCO** - Non-Commissioned Officer Training (Basic skills-enlisted)
- **SNCO** - Secondary Non-Commissioned Officer Training (Secondary Leader Skills-enlisted)
- **NCO-S** - Non-Commissioned Officer Training – Senior (Advanced Specialized Leader Skills-enlisted)
- **OBT** - Officer Basic Training (Initial Basic and Technical Skills- Officer)
- **CC** - Career Course for Officers (Secondary-level leadership and technical skills- Officer)
- **ILE** - Intermediate Level Education (Secondary Technical Skills – Officer)
- **WC** - War College (Advanced Specialized Leader Skills- Officer)
- **WOBC** - Warrant Officer Basic Course (Initial Basic/Technical Skills)
- **WOAC** - Warrant Officer Basic Course (Secondary-level leadership/Technical Skills)
- **WOSC** - Warrant Officer Staff Course (Specialized schooling)
- **WOSSC** - Warrant Officer Senior Staff Course (Specialized schooling)
The US Military- Your Military

Questions?
Finding the Best
Military Veteran Statistical Data
(US Census Bureau)

• Total # of Active Duty and Reserve Members – 2.4 Million
• Total # of living Military Veterans – 23.2 Million
• Total # of military veterans exiting the military every year – 165,000
• % of veterans over age 25 with at least a bachelors degree – 26%
• Diversity for today’s Active Military
  – African American – 16.5%
  – Hispanic – 12.1%
  – Asian – 1.2%
  – American Indian – 0.7%
  – Pacific Islander – .01%
  – Female- 13.1%
Where Are They?

• 40% of all military veterans reside in one of 6 states:
  – California – 2.1 Million
  – Florida – 1.7 Million
  – Texas – 1.7 Million
  – New York – 1 Million
  – Pennsylvania – 1 Million
  – Ohio – 1 Million
Resources

• Hiring our Heroes Career Fairs, US Chamber of Commerce
  https://hoh.greatjob.net/sc/index.action
  • Usually free, varying salary expectations
  • Veterans from many different “walks of life”
  • Many events across the country

• Post and Base Career Fairs
  • Low cost events across the country at military installations
  • Transitioning service members and family members
  • Servicemembers usually want to go home

• Your Local Veteran’s Employment Representative
  http://dvoplverlocator.nvti.ucdenver.edu/
  • Subject Matter Expert on resources in your area
  • Puts you in touch with local National Guard and Reserve Units, all branches
  • Veteran Outreach agencies in the local community.
Benefits of H2H.jobs for Employers

• Unlimited Free Job Postings

• XML Feed

• Automatic Notifications of Job Seekers that meet your search criteria

• Powerful Resume Search Functionality

• Virtual Hiring Events

• Marketing Opportunities
Resources

GI Jobs Top Military Friendly Employer Survey

100,000 Jobs Mission
http://www.100000jobsmision.com/

Joining Forces Initiative
http://www.whitehouse.gov/joiningforces

Veteran Employee Resource Groups

Department of Labor
http://www.dol.gov/vets/Education%20and%20Outreach/main.htm
When interviewing a military candidate, you can ask questions about their service the same way you would ask other candidates about their work history. However, there are some things to consider:

The Uniformed Services Employment and Reemployment Rights Act (USERRA) protects a veteran's reason for military discharge.

You **CANNOT** ask a candidate why they were discharged from the military.

You **CANNOT** ask to see their discharge papers (DD-214) except when the employer has a bona fide occupational qualification (BFOQ) for doing so (i.e., state job veteran preference or security clearance).

DOL's position is that an employer should avoid questions about discharge during the interview unless business necessity can be shown.
Interview Do’s and Don’ts

DOL’s Office of Federal Contract Compliance Programs (OFCCP) "best practice" is **NOT** to ask about reason for discharge in the interview process as it can lead to equal opportunity type issues.

Though you cannot ask about reason for discharge, you can ask about type of discharge (Honorable, General, Dishonorable) to determine eligibility for **VETERAN’S PREFERENCE**.

The OFCCP "best practice" is to only ask questions to ascertain veteran's preference status.
Interview Do’s and Don’ts

Legally, you can ask questions about:

- Dates of military service
- Duties performed
- Rank during service and at time of discharge
- Pay during service and at time of discharge
- Training received
- Work experience
- It is appropriate to ask questions pertaining to military service or experience when they relate to the bona fide job requirements

_It is not appropriate to ask questions specific to combat or war experience, even if you were in the military yourself._
Questions?
Retaining Your Veteran Workforce
Retaining Your Veteran Workforce

• Place a value on military service
• Expand traditional Employee Assistance Programs (EAPs)
• Develop and promote peer mentorships in the workplace - Vet to Vet
• Practice Veterans appreciation and promote a Veteran-friendly workplace
• Recognize that military families may have different needs than civilian families
• Consider participating in local Yellow Ribbon Reintegration Programs
• Understand your responsibilities under USERRA

http://www.americasheroesatwork.gov/forEmployers/HiringToolkit/Retain#Top
Questions?